



May 19, 2015

**ADDENDUM NO. 002
REQUEST FOR PROPOSAL NO. 2015-003
STRATEGIC PLANNING SERVICES**

Prospective proposers and all concerned are hereby notified of the following changes in the Request for Proposals (RFP) document for Strategic Planning Services. These changes shall be incorporated in and shall become an integral part of the RFP documents.

Addendum Item No. 1

Attached please find copies of questions and answers received prior to the established deadline. Please note if you do not see a response to any question(s) your firm submitted, then the question was not deemed a part of the technical process.

This Addendum No. 1 consists of one (1) page and a three (3) page attachment.

All other terms and conditions of the RFP and the previously distributed Addendum 1 remain the same.

A handwritten signature in black ink, appearing to read "Laurie A. Sirois", is written over a horizontal line.

Laurie A. Sirois
Manager of Grants, Contracts and
Procurement

END OF ADDENDUM NO. 2

**REQUEST FOR PROPOSAL NO. 2015-003
STRATEGIC PLANNING SERVICES**

QUESTIONS AND ANSWERS

1. May we include diagrams, images, charts in our proposal to help illustrate the points made in the main body of the text? **Yes. However, they will be applied towards the overall page count.**
2. Does the Arial 12pt requirement apply to text included in inserted diagrams, cover page, page numbers, footnotes, etc., as well, or just to the main body of text? **Yes with exception of diagrams**
3. Regarding the references listed under Selection/Evaluation Criteria of the RFP, do you require simply a list of airport clients as a reference or do you require specific names, titles, telephone numbers and email addresses of Exambela airport clients whom you may contact as a reference? **Contact information for all references is required.**
4. Do you require the non-discrimination certification to be included in our proposal submission materials (5 copies plus flash drive/DVD)? **Yes.** What is the format of the non-discrimination certification? Is there a standard format that you prefer we use? **No.**
5. As the Exambela team will be completing a large strategic plan project for an airport outside the US in the days prior to May 20th, our proposal will be completed and sent from Europe via express mail. Is it acceptable to print the documents on A4 paper (rather than 8.5 x 11 inches)? **Refer to Request for Proposals document.**
6. Exambela has recently produced an article on airport vision and mission statements that will be published in the June 2015 edition of Airport World magazine. May we include a print-out/pdf of this article as an additional reference document in our proposal submission materials? **Yes. However, they will be applied towards the overall page count.**
7. Exambela Consulting is a small business based in Florida. I am the president, founder and sole member. I have no employees; on assignments I form groups of specialized independent consultants based on a specific airport client's requirements. The State of Florida allows owners of entity's to exempt themselves from workers compensation. Since I am the sole member and I have no employees, there is no requirement for me to carry workers comp besides this contract. Will the requirement be waived if I provide proof of exemption? **Include requested exemptions in proposal for review and consideration.**
8. Is the umbrella insurance required for this assignment, especially since this assignment is to write a strategic plan and not to repair runways, design terminals, advise on aviation security and safety. Can this be waived? **Include requested exemptions in proposal for review and consideration.**

9. Do you require the insurance documentation and non-discrimination certification to be included in our proposal submission materials (5 copies plus flash drive/DVD)? **Yes.**
10. What is the CAA's expectation for the strategic plan? Who is the intended audience of the strategic plan? For example, is the strategic plan intended primarily as an internal management tool? Or more of a "glossy" brochure downloadable from the CAA's website? Is the final version of the strategic plan expected to be more as a 10 page strategic summary or a 200 page highly detailed plan? **Refer to Request for Proposals document.**
11. Given the very different business models of Bradley vs the CAA's 5 general aviation airports, are you looking for the Strategic Plan to focus uniquely on the CAA at an airport authority level, or rather at the level of each of the CAA's airports in terms of SWOT analysis, critical success factors, strategic goals, etc.? **Refer to Request for Proposals document.**
12. We are not sure we fully understand your requirements in Phase III...
 - a. Are you looking for written recommendations on how to develop employee engagement, action planning, annual budgeting, etc. (as described on page 6, Phase III list, of your RFP) to be included in the final version of the strategic plan? **N/A.**
 - b. Or is Phase III more about the consultants providing Ad-Hoc support based on as required basis for each of the elements on your Phase III list? If so how should this be included into our proposal? **Yes.** For example, daily rates for the consulting team members and then the CAA would contract the number of days required? **Respondents should include pricing as they deem appropriate.**
 - c. Or are you looking for the consulting team to remain actively involved with CAA and routinely on-site for the duration of Phase III? If so, what is the expected duration of Phase III? **N/A**
13. What sort of involvement of local stakeholders (for example, local politicians, businesses, journalists) in the development of the strategic plan is required, in particular with regards to the smaller communities surrounding the CAA's general aviation airports and also perhaps communities outside the state of Connecticut (e.g. Springfield, MA)? **Refer to Requests for Proposals document.**
14. Do you require any consultation with airlines operating from Bradley Airport or potentially any other CAA airport in the development of the strategic plan? **Refer to Requests for Proposals document.**
15. Some airports' and airport authorities' use professional graphic designers and aviation photographers to produce the final, public version of the strategic plan, once the content has been finalized, in the form of a glossy brochure. It is expected that the strategic planning consultants will produce the final downloadable version of the document or will the CAA use internal/external

graphic design services and possibly also professional photographers that are not part of the scope of this proposal? **Refer to Requests for Proposals document.**

16. Can you clarify the format of the "Non-Discrimination Certification" that you require? Do you have a pro-forma certificate that you would prefer to be used? **Already asked and answered above.**
17. Do you have any further guidance on requested elements for the "cost proposal"? **Respondents should include pricing as they deem appropriate.**
18. OPM Iran Certification Form 7 is required but it appears to not be required until the contracting stage. We wanted to make sure this is correct. If it is required at bidding stage, can you please make a copy of it available? **This will be required upon award.**